



# FEMA Strategic Plan

## 2014-2018

National Advisory Council Meeting | September 2014



**FEMA**

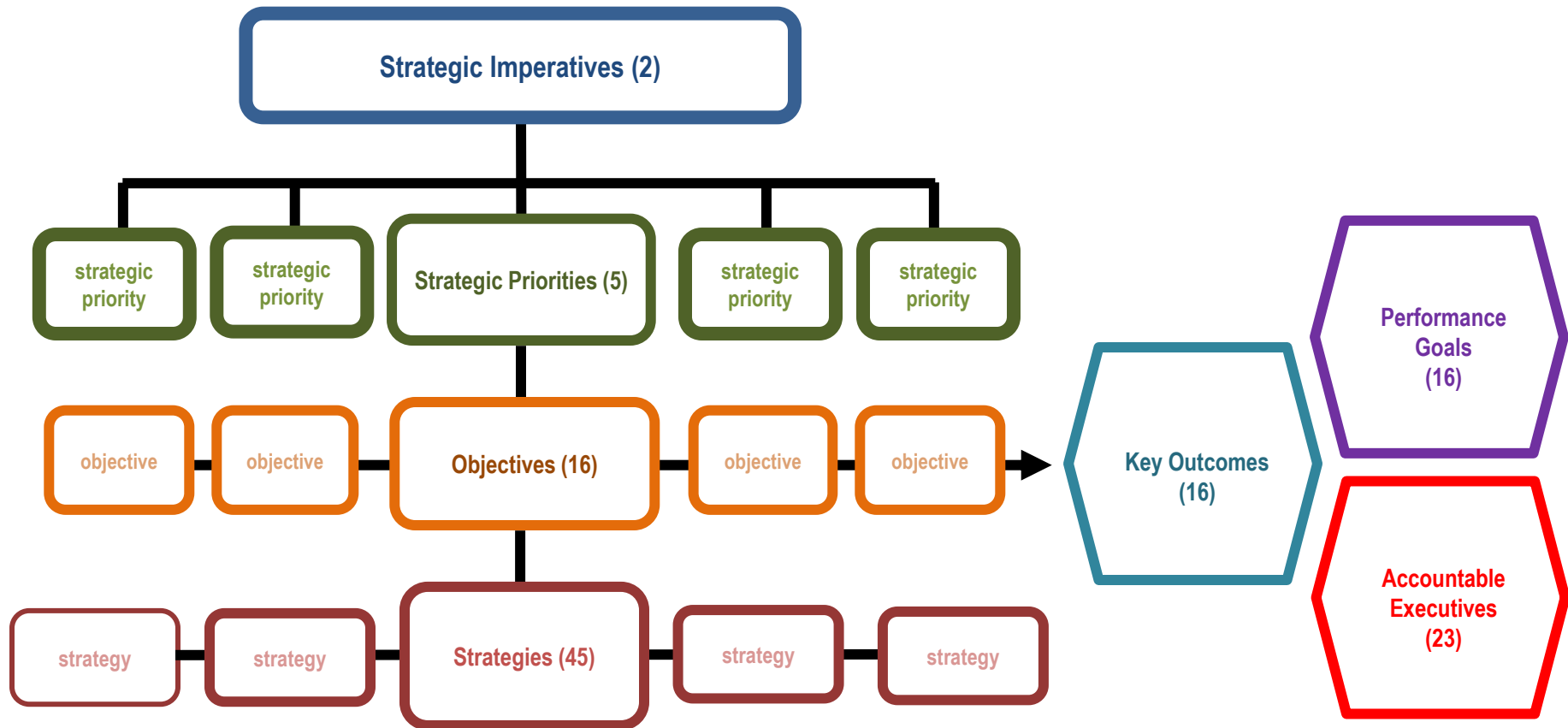
# Overview of FEMA's 2014-2018 Strategic Plan

- The Strategic Plan reflects **key outcomes** that FEMA is working to achieve to provide the best possible support for the American people before, during, and after disasters.
- It sets forth the **objectives** and **strategies** the Agency is taking on to advance these outcomes and also establishes **performance goals** to measure our progress.
- This Strategic Plan was developed through the involvement of **hundreds of external stakeholders and FEMA employees** who contributed to generating Plan content, and who are now working with us to **execute** the Plan.

# Overview of the Strategic Plan development process



# Structure of the 2014-2018 FEMA Strategic Plan



# Two strategic imperatives shape FEMA's approach to executing its mission and achieving its strategic objectives

## 1. A Whole Community Approach to Emergency Management

Disaster resilience requires all aspects of a community—not just the government—to effectively prepare for, respond to, recover from, and mitigate disasters.

- Plan *with* rather than *for* communities to meet actual needs.
- Engage and empower all parts of the community.
- Strengthen what works well in communities on a daily basis.

## 2. Foster Innovation & Learning

Advance a culture that fosters innovation and learning, both within FEMA and across the broader emergency management community.

- Develop and improve organizational capacity.
- Encourage new ideas, learn from past experience, and quickly adapt to changing conditions.

# 5 STRATEGIC PRIORITIES

## PRIORITY 1

Be Survivor-Centric in Mission & Program Delivery

Maximize speed, efficiency, accessibility, and ease of use of FEMA's programs and services for individuals and communities.

## PRIORITY 2

Become an Expeditionary Organization

Build FEMA's capacity to respond rapidly and to appropriately sustain incident operations.

## PRIORITY 3

Posture & Build Capability for Catastrophic Disasters

Lead the effort to prepare the Nation for a catastrophic event, engaging the whole community to harness and enhance the capabilities of citizens and communities.

## PRIORITY 4

Enable Disaster Risk Reduction Nationally

Exert greater influence nationally to catalyze risk-informed action at all levels of society.

## PRIORITY 5

Strengthen FEMA's Organizational Foundation

Invest in FEMA's workforce; work smarter through data analytics; streamline business processes; and align strategy, budget, execution, and performance.



A Whole Community Approach  
to Emergency Management

Foster Innovation  
& Learning

## 2 STRATEGIC IMPERATIVES



## 5 STRATEGIC PRIORITIES

## 16 KEY OUTCOMES

### PRIORITY 1: Be Survivor-Centric in Mission and Program Delivery

- Disaster services are transparent, efficient, and effective in meeting the needs of survivors.
- Local leaders and tribal officials are better prepared and positioned for effective recovery and mitigation.
- Individuals and communities know the steps to take, have the tools required, and take appropriate actions before, during, and after disasters.

### PRIORITY 2: Become an Expeditionary Organization

- Unified and coordinated Federal response and recovery operations successfully support and complement state, local, tribal, and territorial incident operations.
- FEMA's incident workforce is appropriately staffed and managed to rapidly mobilize, efficiently deploy, and effectively engage in multiple sustained operations in the response, recovery, and mitigation mission areas.
- Incident operations are efficient, timely, and predictable.

### PRIORITY 3: Posture and Build Capability for Catastrophic Disasters

- Capability gaps are identified and addressed in National Preparedness System planning, training, and exercises.
- Partnerships, tools, and resources are in place to support national-scale response and recovery operations for catastrophic disasters.
- Survivors, bystanders, and grassroots organizations are better prepared and positioned to take immediate independent response actions in catastrophic events.

### PRIORITY 4: Enable Disaster Risk Reduction Nationally

- The whole community uses the best-available data and analytic tools to make better risk-informed decisions before, during, and after disasters.
- Whole community partners make resilient investments in development and rebuilding.
- Congressionally mandated reforms are implemented to advance flood insurance affordability, financial stability of the National Flood Insurance Program, and reduction of the risks and consequences of flooding nationwide.

### PRIORITY 5: Strengthen FEMA's Organizational Foundation

- FEMA has a qualified, effective, and engaged workforce recognized for its excellence.
- Integrated analytics capabilities support effective and efficient operations and greater consistency and transparency in decision-making.
- FEMA's strategy, resources, and performance outcomes align to maximize mission impact.
- Business processes are transparent and produce consistent, high-quality results.

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## 5 STRATEGIC PRIORITIES

## 16 STRATEGIC OBJECTIVES



### **PRIORITY 1: Be Survivor-Centric in Mission and Program Delivery**

*Objective 1.1:* Streamline and simplify disaster services for individuals and communities

*Objective 1.2:* Provide support to local leaders and tribal officials to strengthen recovery and mitigation core capabilities

*Objective 1.3:* Increase disaster awareness and action by improving communication

### **PRIORITY 2: Become an Expeditionary Organization**

*Objective 2.1:* Improve alignment of FEMA incident operations with the needs of state, local, tribal, and territorial partners

*Objective 2.2:* Improve the individual and collective readiness and capabilities of FEMA's workforce

*Objective 2.3:* Optimize the assignment of assets in support of incident operations

### **PRIORITY 3: Posture and Build Capability for Catastrophic Disasters**

*Objective 3.1:* Strengthen capabilities with the greatest potential to change outcomes on the ground in catastrophic disasters

*Objective 3.2:* Operationalize resource-sharing opportunities for catastrophic disasters

*Objective 3.3:* Lead the emergency management community in recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events

### **PRIORITY 4: Enable Disaster Risk Reduction Nationally**

*Objective 4.1:* Provide credible and actionable data and tools to support risk-informed decision-making

*Objective 4.2:* Incentivize and facilitate investments to manage current and future risk

*Objective 4.3:* Enhance the effectiveness, financial stability, and affordability of the National Flood Insurance Program

### **PRIORITY 5: Strengthen FEMA's Organizational Foundation**

*Objective 5.1:* Build, manage, and strengthen the FEMA workforce

*Objective 5.2:* Work smarter through data analytics

*Objective 5.3:* Strengthen the linkages among strategy, budget, execution, and performance through a comprehensive resource management system

*Objective 5.4:* Streamline and strengthen FEMA's business processes and systems

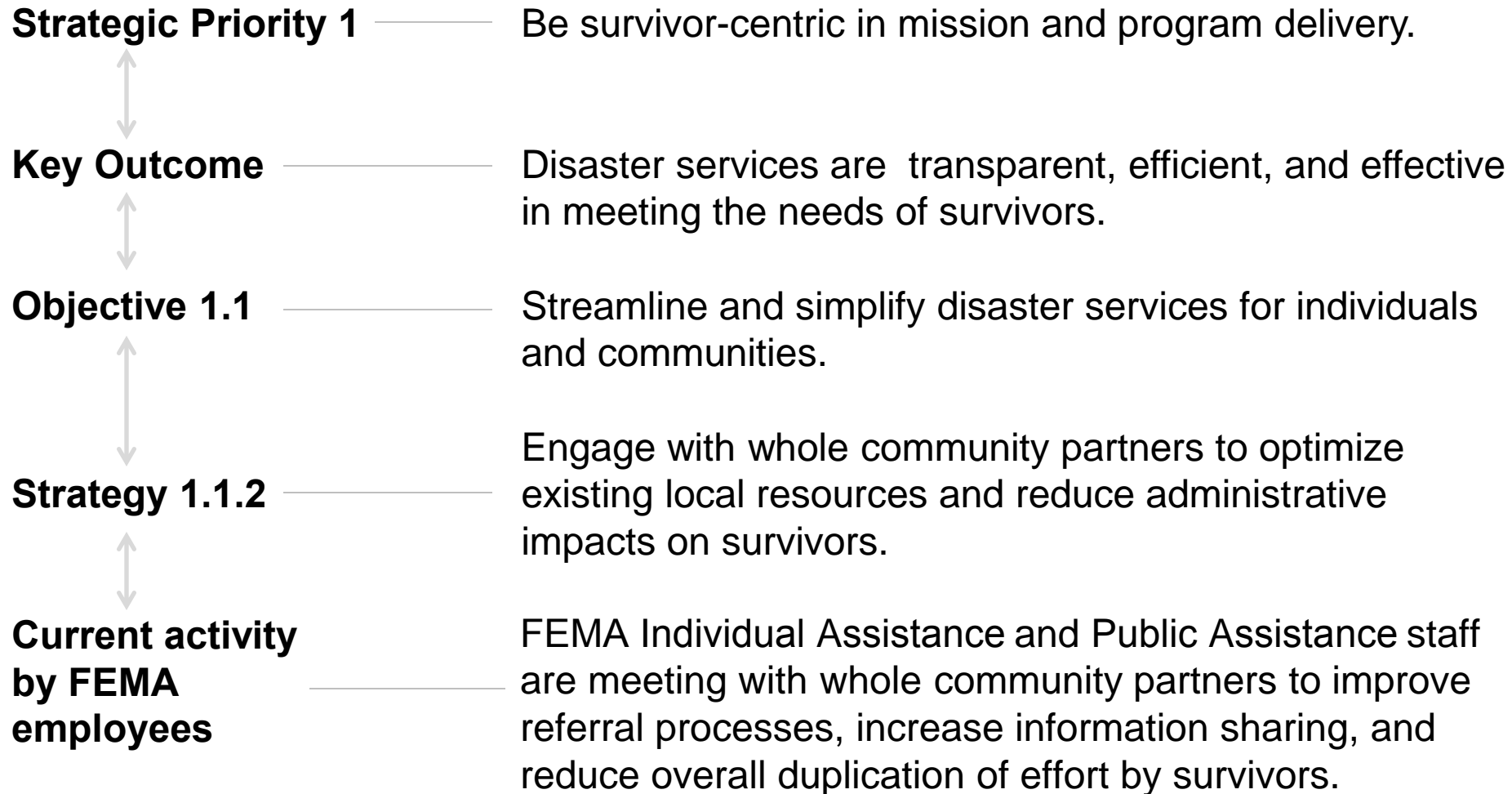
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# The Strategic Plan will facilitate stakeholders' 'line of sight' from their partners' work to the Agency's strategic direction and mission



# Outcomes and performance goals will facilitate accountability and evaluation of progress in Strategic Plan execution

- Key outcomes define the **success state** for each objective
- Each objective includes a performance goal – a measurable target for the 2014-2018 period that represents **meaningful progress** toward achieving the key outcome.
- The performance goals are **aspirational**; some will inform future iterations of FEMA's Government Performance and Results Act measures – a few in FY15 and the vast majority in FY16 and beyond

# Agency leadership is committed to Strategic Plan execution

- **The Plan will not sit on a shelf** – going forward, the Administrator is committed to basing FEMA's resource decisions on achieving the outcomes stated in the Strategic Plan.
- The Administrator has assigned **accountable executives** for all 16 objectives; they are developing and implementing plans executing the objectives.
- The objectives will be incorporated into Senior Executive Service **individual performance plans**.
- The performance goals will provide evidence to support evaluation of FEMA's **success in achieving our objectives** and strategic priorities.
- We will be successful only if we build, sustain, and draw upon the **capabilities of the whole community**.

# The National Advisory Council can support execution of the Strategic Plan (1 of 2)

The NAC can support execution of the Plan by providing external stakeholder guidance as FEMA implements specific objectives. Potential objectives/strategies for focus include:

## Priority 1 – Be Survivor-Centric in Mission and Program Delivery

- **Objective 1.1:** Streamline and simplify disaster services for individuals and communities
  - **Strategy 1.1.2:** Engage with whole community partners to optimize existing local resources and reduce administrative impacts on survivors.
- **Objective 1.2:** Provide support to local leaders and tribal officials to strengthen recovery and mitigation core capabilities.
- **Objective 1.3:** Increase disaster awareness and action by improving communication
  - **Strategy 1.3.2:** Work with whole community partners (including survivors) and communications experts to develop, refine, and disseminate accessible and actionable messages directed toward survivors before, during, and after disasters.

## Priority 3 – Posture and Build Capability for Catastrophic Disasters

- **Objective 3.2:** Operationalize resource-sharing opportunities for catastrophic disasters
- **Objective 3.3:** Lead the emergency management community in recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events

# The National Advisory Council can support execution of the Strategic Plan (2 of 2)

The NAC can support execution of the Plan by providing external stakeholder guidance as FEMA implements specific objectives. Potential objectives/strategies for focus include:

## Priority 4 – Enable Disaster Risk Reduction Nationally

- **Objective 4.1:** Provide credible and actionable data and tools to support risk-informed decision-making
  - **Strategy 4.1.2:** Build a baseline risk and threat exposure model with indicators to measure national performance in risk reduction.
  - **Strategy 4.1.3:** Lead the development of a distributed, national all-hazard risk information and collaboration portal.
- **Objective 4.2:** Incentivize and facilitate investments to manage current and future risk
  - **Strategy 4.2.1:** Align the 404 and 406 mitigation programs to assist communities in managing current and future risk.
  - **Strategy 4.2.3:** Reshape funding agreements with states, tribal governments, and localities to expand cost-sharing and deductibles.

## Priority 5 – Strengthen FEMA's Organizational Foundation

- **Objective 5.2:** Work smarter through data analytics
  - **Strategy 5.2.3:** Connect citizens and employees with the information they need and increase the transparency and accessibility of data.

## Further Information

### **FEMA Strategic Plan Internet Page**

[Click here to access the 2014–2018 FEMA Strategic Plan internet page.](#)

### **Contact Us**

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